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NATIONAL SECURITY AGENCY
CENTRAL SECURITY SERVICE
Fort George G. Meade, Maryland

NSA/CSS Manual 22-1

DATE: 21 October 1986

FOREWORD (U)

1. PURPOSE - (U) This manual is published for the information and guidance of NSA/CSS personnel. It contains the mission and functions of all NSA Key Components and Field Elements. Organizational data on the agencies and components of the Military Departments concerned with CSS operations are promulgated in Service channels.

2. RESPONSIBILITY - (U) All Key Components and Field Element Chiefs are responsible for ensuring that their Mission and Function Statements accurately reflect their current organizational responsibilities. Changes should be prepared as required and forwarded to DDPR. DDPR is responsible for publishing formal changes to this Manual. All recipients will be responsible for posting these changes and maintaining the Change Register.

3. SUPPLEMENTS - (U) Supplements to this manual are authorized to be prepared and maintained by the NSA Key Components and Field Elements.

John W. Saadi
JOHN W. SAADI

Deputy Director
for
Programs and Resources

*This manual supersedes NSA/CSS Manual No. 22-1, dated 31 December 1977 and all changes thereto.

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NSA Organizational Manual
1 August 1986

NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE

CREATION AND AUTHORITY

1. Pursuant to the Presidential directives of 24 October 1952, which declare that Communications Intelligence (COMINT) and Communications Security (COMSEC) are national responsibilities, the Department of Defense established, by directive, the National Security Agency to succeed the Armed Forces Security Agency. The National Security Council added Electronic Intelligence (ELINT) to NSA's national mission in 1958.
 2. In accordance with Presidential directives and pursuant to the National Security Act of 1947, the National Security Council issued National Security Council Intelligence Directive (NSCID) No. 9, dated 29 December 1952, and the National COMSEC Directive, dated 20 October 1953, which defined the NSA COMINT and COMSEC missions respectively. ELINT functions were first recognized in NSCID No. 17, dated 16 May 1955. The original COMINT and ELINT directives were superseded by and combined into NSCID No. 6, "Communications Intelligence and Electronics Intelligence," dated 15 September 1958. NSCID No. 6 was updated on 17 February 1972 and retitled "Signals Intelligence." The COMSEC directive of 1953 was updated on 25 April 1957, on 26 August 1968, and again on 20 June 1979. The SIGINT and COMSEC directives name the Secretary of Defense as executive agent for the conduct of SIGINT and COMSEC activities and direct that the SIGINT and COMSEC missions be carried out in response to guidance from the National Foreign Intelligence Board (NFIB) and the National Communications Security Committee (NCSC), respectively.
 3. The Critical Intelligence Communications (CRITICOMM) System was established by NSCID No. 7, dated 15 September 1958 and updated on 17 February 1972. DoD Directive S-5100.19, dated 19 March 1959, which implements the NSCID assigns responsibility to the Director, NSA for controlling the traffic and cryptographic operations of the CRITICOMM System and for establishing, after coordination with the organization of the Joint Chiefs of Staff and appropriate agencies, the operational procedures for handling COMINT and critical intelligence traffic within the system.
 4. In accordance with the provisions of NSCID No. 6, the Secretary of Defense established the Central Security Service (CSS) under the Director, NSA. The Secretary of Defense provided for the National Security Agency/Central Security Service (NSA/CSS) by promulgating DoD Directive S-5100.20 dated 23 December 1971; he approved the NSA/CSS Organization Plan on 14 April 1972 to implement that directive. The NSA/CSS is a separately organized agency within the Department of Defense under the direction, authority and control of the Secretary of Defense. It is subject to the provisions of Department of Defense directives and procedures to the extent that they are applicable and consistent with its missions and functions. Major components of the NSA/CSS are the National Security Agency (NSA) and the Service Cryptologic Elements (SCEs) of the Military Departments. Under the NSA/CSS, SIGINT resources are unified but decentralized. The NSA is the management, operational tasking, analytical and production arm of the system and the SCEs are the field arm. The Director, NSA/Chief, CSS exercises operational control of the collection effort through the Deputy Chief, CSS and the SCE Commanders.
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TOP SECRET

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NSA Organizational Manual
1 August 1986

6. In September 1984, NSDD-145 expanded the authority of the Secretary of Defense as the Executive Agent of the Government for COMSEC to include telecommunications and automated information systems security. NSDD-145 established the Director, NSA as the National Manager to act as the operating arm of the Executive Agent.

PURPOSE

7. The resources of the National Security Agency/Central Security Service are organized for the accomplishment of two national missions:
 - a. The Signals Intelligence (SIGINT) mission is to provide an effective, unified organization and control of all SIGINT collection and processing activities of the United States, and to produce SIGINT in accordance with objectives, requirements and priorities established by the Director of Central Intelligence with the advice of the National Foreign Intelligence Board.
 - b. The Information Security (INFOSEC) mission encompasses two major activities: (1) The Communications Security (COMSEC) mission is to implement protective measures to deny unauthorized persons national security-related, including sensitive but unclassified, information derived from telecommunications and also prevents these persons from disrupting or causing the deception of such communications. Measures included within COMSEC are cryptosecurity, transmission security, emissions security, physical security, and technical security. (2) The Computer Security (COMPUSEC) mission is to implement protective measures designed to prevent deliberate or inadvertent unauthorized access, disclosure, acquisition, manipulation, modification or loss of information contained in automated systems used within the Department of Defense, other Government Agencies and the private sector. DoD Directive 5215.1, dated 25 October 1982 established the DoD Computer Security Evaluation Center (CSEC), provided policy, and assigned responsibilities for the technical evaluation of computer system and network security, and related technical research.

ORGANIZATION

8. (C) The Director, NSA/Chief, CSS is assisted in the management and direction of NSA/CSS by a principal Deputy Director, NSA, and a Deputy Chief, CSS. His organization includes seven Deputy Directors for specific functional areas, two Assistant Directors, a Chief of Staff, an Inspector General, a General Counsel, a Chief Scientist, and the Director's Senior Council.

DEPUTY CHIEF, CENTRAL SECURITY SERVICE (DC/CSS)

The Deputy Chief, CSS is the principal representative of the Director, NSA/Chief, CSS for military matters.

Primary functions include:

1. Overseeing NSA/CSS representation to the JCS and the U.S Commands in the area of SIGINT Support to military operations.
2. Acting as the principal NSA/CSS point of contact and interaction with (1) the Chiefs of the military services and their staffs in matters involving SIGINT and (2) the SCE Commanders on all broad topics of common concern.
3. Reviewing, and advising the Director, NSA/Chief, CSS on policy, plans, programs and projects relating to support of military operations.
4. Providing an assessment of the U.S. SIGINT system's responsiveness to military needs, and ensuring that corrective action is taken when warranted.

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Annex

The Mission and Function Statements are FOR OFFICIAL USE ONLY

INFOSEC APPLICATIONS AND NATIONAL COMPUTER SECURITY CENTER

The Chief, INFOSEC Applications also serves as the Director, National Computer Security Center and is responsible to the Deputy Director for Information Security.

Primary functions include:

1. Operating the National Computer Security Center.
2. Establishing Government-wide computer security standards and procedures for evaluation and certification.
3. Developing uniform ADP ^(Automated Data Processing) security specifications and standards.
4. Conducting selected major national computer system evaluations to confirm compliance with established ADP security standards.
5. Serving as the national focal point on all liaison matters related to computer security.
6. Providing a central clearing house for technical information and guidance on ADP systems security. Publish information as appropriate.
7. Maintaining liaison with Government, academic and industry computer security research programs.
8. Monitoring ADP security activities throughout the nation to reduce duplication, ensure dissemination of productive trends and ensure compliance with ADP guidelines and standards.
9. Implementing a program for the development of information security equipments to meet stated requirements of government activities.
10. Maintaining the CCEP ^(Commercial Computer Endorsement Program) programs
11. Developing new information security technology.

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PRODUCT EVALUATIONS, TECHNICAL GUIDELINES, AND SUPPORT.

The Chief, is responsible for developing computer security standards, guidelines, and evaluation criteria; producing an evaluated products list of commercially available computer security products; providing feedback on computer security standards and products to commercial computer manufacturers and government agencies; strategic planning and resourcing; initiating and executing actions specifically intended to increase the use of the DoD Trusted Computer Systems Evaluation Criteria and the availability of trusted computer systems; developing and maintaining an informed and professional image when interacting with commercial industry; supporting computer security committees/subcommittees; maintaining NCSC computer software support; operating the NCSC computer laboratory facilities; and managing and maintaining the verification tools.

Primary functions include:

1. Developing computer security hardware and software standards, guidelines, and evaluation criteria.
2. Evaluating the security level of computer hardware/software products that have general utility.
3. Producing an evaluated computer security hardware and software products list.
4. Providing guidance as requested by National Security Establishment member agencies on the status of any potential uses for evaluated computer security products.
5. Providing feedback to computer vendors on the status of evaluations of that vendor's products along with suggestions on how the vendor's products can be improved from a computer security point-of-view.
6. Providing support to computer security committees/subcommittees.
7. Developing long-range goals and objectives, and developing plans and programming resources to achieve those goals.
8. Performing a liaison function between the Federal Government and the U.S. computer industry relating to the development of Computer Security standards, guidelines and criteria.
9. Maintaining liaison with the commercial computer industry and interested computer user groups for the purpose of promulgating computer security.
10. Serving as the focal point for coordinating the exportation of trusted computer products and technology transfer issues of the Center.
11. Tasking with research projects that will affect the development of criteria, guidelines, and standards as well as helping industry develop trusted systems
12. Managing, operating and maintaining the NCSC computer laboratories. (DOCKMASTER and)
13. Managing and maintaining the NCSCs verification tools.
14. Providing software computer resources services to the National Security Establishment and to its users.

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INFOSEC NETWORK PRODUCTS

The Chief, is responsible to the Chief, for executing programs to protect sensitive national interest and classified information using data and network products and services transmitted over commercial or private telecommunication systems. In the area of data systems and networks he/she is also responsible for executing the collaborative government and industry programs in the area of endorsement and application of protection/privacy techniques to the private sector as required by NSDD-145.

Primary functions include:

1. Directing the necessary interface and coordination with internal and external organizations.
2. Managing the development, production and evaluation, endorsement, implementation, application and the integrated logistic support for secure data and network equipments and systems.
3. Monitoring adherence to approved plans, programs, and schedules.
4. Representing Group on appropriate boards, committees, and conferences and reviewing and recommending appropriate resource levels.
5. Developing and evaluating the effectiveness of strategies and programs involving the protection of classified and unclassified national interest communications.
6. Analyzing and supporting development of the market for data and network cryptography consistent with overall COMSEC objectives.
7. Fulfilling validated COMSEC data and network security and protection requirements of U.S. departments and agencies, allied nations, and the private sector.
8. Directing the data and network security developments being executed by DDR to assure adherence to the approved COMSEC program plans.
9. Managing the engineering and associated support activities necessary to evolve developmental equipment into production models.

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RESEARCH AND DEVELOPMENT

The Chief, is responsible to the Director, National Computer Security Center (NCSC) for research and development of concepts, architectures, techniques and methods for achieving secure computer systems and networks.

Primary functions include:

1. Research and develop concepts, architectures and techniques which will support the handling of classified and sensitive information in (multilevel secure) ADP systems and networks.
2. Research and develop methods, techniques and tools for the formal specification, development and verification of software programs and communications protocols.

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3. Develop methods and tools to support ~~the~~ analysis, evaluation, and assessment of computer systems and networks.
4. Investigate security issues and develop architectures for secure computer networks and internetworking.
5. Transfer computer security technology, architectures, and techniques from R&D to developmental and operational computer systems and networks.
6. Motivate and encourage computer security relevant research and development activities by the government, private industry, and academe.
7. Consolidate the generic computer security research and development program of the DoD and oversee its execution.

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NSA Organizational Manual
1 August 1986

Annex

The Mission and Function Statements are UNCLASSIFIED

SPECIAL ASSISTANT TO THE DIRECTOR

FOR EQUAL EMPLOYMENT OPPORTUNITY (SA/EEO)

Develops, maintains, and directs a positive program of equal employment opportunity at the National Security Agency/Central Security Service. In fulfilling this mission, the Special Assistant for EEO uses existing administrative mechanisms as fully as possible.

Primary functions include:

1. Ensures that all personnel policies, regulations, and procedures emphasize the concept of equal opportunity.
2. Establishes and maintains a program of information and education to ensure that all managers, supervisors (particularly those enrolled in the Agency's management training courses), and employees are familiar with government policy on equal employment opportunity and with NSA/CSS efforts to implement that policy.
3. Maintains, through existing inspection and survey mechanisms and facilities, an awareness of conditions and circumstances affecting EEO within the Agency in order to keep management informed and to recommend changes or improvements as required.
4. Reviews progress reports and recommends changes or improvements in NSA/CSS personnel programs and practices to ensure that women and members of minority groups have equal opportunity for initial employment and for career development and advancement after employment.
5. Develops and implements a written plan of action, specifically including the Federal Women's Program, the Black Affairs Program, the Hispanic Employment Program, and the Handicap Program, to guide total Agency EEO efforts; evaluates and updates this plan; and reports recommendations for any recognition of progress and accomplishments under the plan or for disciplinary action.
6. Identifies, using appropriate survey methods, under-utilized employees, particularly minority group employees and women; provides for remedial action and on-the-job and academic training to enable them to perform more responsible and demanding tasks.
7. Initiates and coordinates a program of training and education to develop and better utilize the skills of minority group employees and women.
8. Conducts a community relations program with emphasis on open housing and open public accommodations and acts as a point of contact between the Agency and community leaders and groups in the field of EEO.
9. Provides a system of EEO counseling and complaint processing.
10. Serves as an adjunct to all Agency counseling services.
11. Accepts formal complaints of discrimination.
12. Conducts continuing programs relating to attitudinal change for NSA military population.

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NSA Organizational Manual
Annex 1 August 1986

13. Participates at the local level with other employers, with schools, and with public or private groups in cooperative action to improve employment opportunities and community conditions that affect employability.
14. Provides statistical data to various Agency boards in support of their EEO efforts.
15. Evaluates Agency EEO accomplishments through the use of various statistical indexes.

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NSA Organizational Manual
1 August 1986

Annex

The ADT Mission and Function Statements are Classified ~~SECRET~~

TRAINING ORGANIZATION

ASSISTANT DIRECTOR FOR TRAINING (ADT)

**TRAINING DIRECTOR, NSA/CSS,
COMMANDANT, NATIONAL CRYPTOLOGIC SCHOOL**

CRYPTOLOGIC TRAINING MANAGER

The Assistant Director for Training (ADT) serves as the Commandant, National Cryptologic School (CNCS), the Training Director, National Security Agency/Central Security Service (TDNC) and the Cryptologic Training Manager (CTM). The CNCS is responsible for providing cryptologic and cryptologic-related training to NSA/CSS personnel assigned to Headquarters and field elements, and to satisfy specific requirements. The TDNC is the principal executive for the Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS) in matters related to Cryptologic Training System (CTS) responsibilities. The CTM is responsible for ensuring the technical adequacy and appropriateness of foreign language training conducted for military cryptologic personnel.

Primary functions include:

1. Serving as the principal executive for DIRNSA/CHCSS in matters related to cryptologic training.
2. Managing the National Cryptologic School (NCS).
3. Serving as the management authority for training matters in support of cryptologic systems.
4. Serving as the NSA/CSS senior representative for audiovisual activities
5. Providing timely and effective technical support (as defined in USSID 601) to the CTS Schools as well as to field components of the USSS (NSA and CSS/Service field cryptologic units).

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REQUIREMENTS AND SUPPORT DEPARTMENT

The Chief, Requirements and Support Department, is responsible to the Assistant Director for Training (ADT), for Registrar and National Cryptologic School (NCS) requirement processing functions.

Primary functions include:

1. Maintaining academic records, providing information and Registrar services for the NCS, and administering the NSA/CSS external training programs.
2. Providing, in the person of the Registrar, the NCS Academic Policy Officer; the Executive Secretary of the Council of Learned Organizations; and the Executive Secretary of the Cryptologic Literature Review Board.
3. Conducting preliminary analysis of all incoming training requirements for the NCS.

(CHANGE 3 - June 1983)

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NSA Organizational Manual
Annex 1 August 1986

4. Maintaining the NCS Training Requirements Tracking System.
5. Participating in the planning, programming and budgeting of NCS training programs.
6. Providing training support to Headquarters, NSA/CSS field stations.
7. Serving as the focal point for NSA/CSS Field Activities and [REDACTED] cryptologic training matters and developing and coordinating training plans.
8. Receiving, processing, and tracking [REDACTED] cryptologic training requirements.
9. Providing initial processing of SIGINT system training requests.
10. Ensuring training support planning and execution for new SIGINT systems.
11. Monitoring contractor-developed training for adequacy.
12. Attending [REDACTED] conferences as the representative of the ADT.
13. Assisting the ADT in his role as the Training Director, NSA/CSS (TDNC), in coordinating the activities of the Cryptologic Training System (CTS) and providing assistance and technical advice to CTS elements.
14. Administers training coordinator support to Key Components.

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TECHNOLOGY AND MEDIA DEPARTMENT [REDACTED]

The Chief, Technology and Media Department, is responsible to the Assistant Director for Training (ADT) for all NSA/CSS audiovisual activities; research, application and implementation of advanced technologies in support of the National Cryptologic School (NCS) and Cryptologic Training System (CTS); developing and administering a program of instructor education courses; providing School-wide support for office automation; operating the NCS Learning Center/Extension Services Complex; administering the Instructional Television Program; providing graphic arts support to the School; and providing special programs for training of employees in the New Employee Program.

Primary functions include:

1. Serving as principal advisor to the ADT for all NSA/CSS audiovisual activities.
2. Administering the NCS Learning Centers and Self-Paced Instruction/Extension Services Program.
3. Administering the Instructional Television Program.
4. Operating the NSA Television Center.
5. Developing and presenting the Instructor Education Curriculum.
6. Researching and implementing advanced technologies in support of NCS and CTS training.
7. Providing School-wide support for office automation.
8. Providing School-wide graphic arts support.
9. Participating in the planning, programming and budgeting of NCS activities.

(CHANGE 3 - June 1988)

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NSA Organizational Manual
1 August 1986

Annex

The DDI Mission and Function Statements are Classified ~~CONFIDENTIAL~~.

INFORMATION SECURITY ORGANIZATION

DEPUTY DIRECTOR FOR INFORMATION SECURITY (DDI)

The Deputy Director for Information Security (DDI) is the principal advisor to the Director, National Security Agency (NSA) on communications security (COMSEC) and computer security (COMPUSEC) matters and to the Director in his role of National Manager for Telecommunications and Automated Information Systems Security, in accomplishing the precepts of COMSEC and COMPUSEC as provided for by Presidential direction. Representing the Director, NSA, the DDI is a member of the Senior Interagency Group on Intelligence regarding countermeasures matters and the National Telecommunications and Information Systems Security Committee.

Primary functions include:

1. Serving as focal point for cryptography, telecommunications systems security, and automated information systems security within the Federal Government.
 2. Assessing the overall security posture and disseminating information on hostile threats to U.S. telecommunications and automated information systems security.
 3. Evaluating the vulnerability of government telecommunications and automated information systems to hostile exploitation and performing certification of systems security.
 4. Conducting, approving, or endorsing research and development of techniques and equipment for telecommunications and automated information systems security.
 5. Entering into agreements for the procurement of technical security material and other equipment and for the provision of such material and equipment to government agencies, including government contractors and foreign governments and where appropriate to private organizations.
 6. Formulating the NSA COMSEC and Computer Security programs, reviewing the proposed INFOSEC programs and budgets for departments and agencies of the government and preparing consolidated recommendations for COMSEC for submission to the SECDEF and the Systems Security Steering Group.
 7. Conducting foreign communications security liaison, including the development of agreements with foreign governments and with international and private organizations for telecommunications and automated information systems security, except for those foreign intelligence relationships conducted for intelligence purposes by the Director of Central Intelligence.
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9. Reviewing and approving all standards, techniques, systems and equipment for telecommunications and automated information systems security.
 10. Prescribing the minimum standards, methods, and procedures for protecting cryptographic and other sensitive technical security material, techniques, and information.

(CHANGE 2 - January 1988)

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NSA Organizational Manual
Annex 9, 1 August 1986

11. Formulating and disseminating procedures for integrated material management of COMSEC equipment and maintaining a facility for the disposal of unserviceable, obsolete, or excess COMSEC equipment.
12. Operating those printing and fabrication facilities required to perform critical functions related to the provision of cryptographic and other technical security material or services.
13. Assisting other Federal Departments and Agencies in developing an effective systems security architecture to meet their COMSEC and COMPUSEC requirements.
14. Establishing and maintaining an effective working partnership with U.S. industry in attaining the objectives set forth by Presidential direction.
15. Directing the operations of the National Computer Security Center and the National Information Security Assessment Center.
16. Providing the personnel, facilities, and other support to the National Telecommunications and Information Systems Security Committee (NTISSC) Secretariat and the Executive Secretary, as required by NSDD 145.

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NATIONAL INFORMATION SECURITY ASSESSMENT CENTER

The Chief, National Information Security Assessment Center (NISAC), is responsible to the DDI, for assessing, on a continuous basis, the security posture of U.S. telecommunications and information systems which combine telecommunications and computers.

Primary functions include:

1. In order to perform definitive assessments of the national security posture, develop and maintain a comprehensive and all-source data base of threat and vulnerability information.

4. Perform field surveys, COMSEC monitoring, and signal analysis as necessary to support INFOSEC assessments and to provide an empirical basis for establishing INFOSEC priorities.

(CHANGE 2 - January 1988)

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NSA Organizational Manual
Annex 1 August 1986

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TECHNICAL SECURITY

The mission of the Technical Security Organization is to provide leadership and management direction for all technical security matters for which NSA has or will be given responsibility.

Primary functions include:

1. Acting as the principal NSA focal point, DDI spokesman and management organization for the development and conduct of technical security plans, policy, research and development, resources, and operations.
2. Advising the DDI on technical security matters on a periodic and as-required basis.
3. Developing plans for technical security operations, and coordinating all aspects of logistics, security communications, and reporting to support the conduct of those operations.
4. Issuing appropriate tasking to and soliciting necessary information from Agency organizations for the development, planning, and conduct of technical security operations.
5. Developing prioritized list of U.S. overseas facilities to be assessed for technical security vulnerabilities.
6. Acting as the principal NSA Organization to secure inter-agency coordination, approval, and support for technical security operations.
7. Establishing appropriate security controls over technical security operations, methods, or vulnerabilities.
8. Developing and ensuring the implementation of technical security policy.
9. Developing the Technical Security Program (TSP) containing all technical security resources; assuring that the TSP is balanced and responsive to the threat.
10. Advise and assist the DDI in allocating TSP resources consistent with plans, current threat, and operational requirements.
11. Insuring that technical security capabilities are improved, developed, and implemented consistent with the threat.
12. Advising the DDI on the assignment of personnel to serve on technical security-related committees, instructional assignments, and on other special TSCM missions with other departments and agencies.
13. Representing the DDI, as appropriate, in TSCM committees and other fora.
14. Providing appropriate support and assisting U.S. departments and agencies in developing and implementing programs and measures for improving their technical security posture.
15. Providing appropriate support to other government departments and agencies.

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STRATEGIC PLANNING

The Strategic Planning Office is responsible to the A/DDI for Business Development for development of strategic and near term business plans, for facilitating their implementation, for oversight of the effectiveness of the plan, and for recommending improvements in the ISO structure and processes to help achieve the strategic objectives.

Primary functions include:

1. Developing and maintaining the strategic and near term business plans for the INFOSEC Organization (ISO).
2. Providing overall guidance and direction to the ISO to help the organization best achieve its objectives.
3. Conducting reviews of corporate progress toward achieving its strategic objectives and recommending changes as appropriate.
4. Reviewing major new program initiatives to insure consistency with strategic objectives.

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DOD CUSTOMER SUPPORT

The DoD Customer Support Office is responsible to the A/DDI for Business Development, for providing direct customer support and service for the Military Departments, Joint Commands, Defense Agencies, and other DoD entities to ensure the customer's individual needs are met and that there is an overall improvement in the customer INFOSEC posture.

Primary functions include:

1. Providing advice, guidance, and assistance to the customer in the applications of INFOSEC products and services.
2. Assisting the customer in the identification of his INFOSEC needs including the prioritization of those needs.
3. Translating the customers current and projected future needs into requirements for new INFOSEC products and services.
4. Developing annual customer market assessments that can be used to measure the effectiveness of the INFOSEC products and services in improving his overall INFOSEC posture.
5. Providing direct support to non- DoD INFOSEC field representatives.
6. Providing feedback to the ISO and strategic planners on the customers INFOSEC posture and needs.

(CHANGE 2 - January 1988)

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CIVIL AGENCY AND PRIVATE SECTOR CUSTOMER SUPPORT

The Civil Agency and Private Sector Customer Support Office is responsible to the A/DDI for Business Development, for providing direct customer support and service for the civil agencies, NSA and the Intelligence Community, Drug Interdiction/Enforcement entities, and the private sector to ensure the customers individual needs are met and that there is an overall improvement in the customers INFOSEC posture.

Primary functions include:

1. Providing advice, guidance, and assistance to the customer in the applications of INFOSEC products and services
2. Assisting the customer in the identification of his INFOSEC needs including the prioritization of those needs.
3. Translating the customers current and projected future needs into requirements for new INFOSEC products and services.
4. Developing annual customer market assessments that can be used to measure the effectiveness of the INFOSEC products and services in improving his overall INFOSEC posture.
5. Providing direct support to non- DoD INFOSEC field representatives.
6. Providing feedback to the ISO and strategic planners on the customers INFOSEC posture and needs.

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INDUSTRIAL RELATIONS

The Industrial Relations Office is responsible to the A/DDI for Business Development, for providing a single ISO focal point for industry relations, for developing and managing effective business policies, procedures, and methods, and for developing and implementing an overall INFOSEC awareness program and education in support of improving the National INFOSEC posture through the development, production and use of INFOSEC products and resources.

Primary functions include:

1. Acting as the single focal point/front door for industry.
2. Developing and managing business policies, procedures and methods for industry and customer relationships to support the development, production, and use of INFOSEC products and services.
3. Conducting periodic reviews of programs in the Commercial COMSEC Endorsement program and other programs to evaluate the effectiveness of the different business methods.
4. Providing advice, assistance and guidance to government contractors in the use of INFOSEC products and services.
5. Developing and managing an INFOSEC awareness program including public forums, conferences, etc..
6. Developing and managing a comprehensive INFOSEC education program to meet both internal and external INFOSEC education requirements.

(CHANGE 2 - January 1988)

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NSA Organizational Manual
1 August 1986

Annex

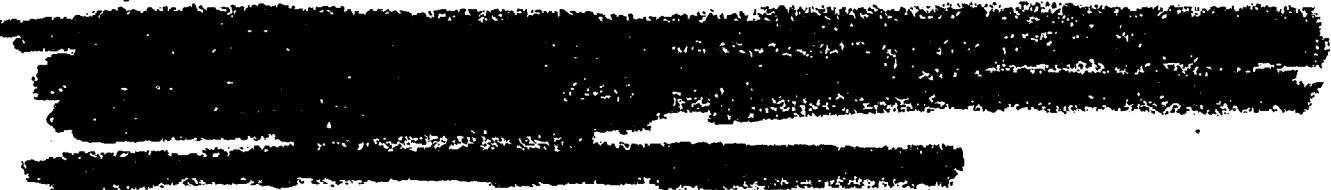
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TELECOMMUNICATIONS AND COMPUTER SERVICES ORGANIZATION

DEPUTY DIRECTOR FOR TELECOMMUNICATIONS AND COMPUTER SERVICES (DDT)

The Deputy Director for Telecommunications and Computer Services is responsible to the Director, NSA/Chief, CSS, for planning and managing the telecommunications, computer, and information support systems of the Agency, and as required for the USSS.

Primary functions include:

1. Managing, operating, and maintaining telecommunications, computer based and information systems at Headquarters NSA/CSS as directed.
 2. Planning telecommunications, computer and information services to satisfy NSA/CSS requirements and, as-required, for the USSS.
 3. Exercising operational direction of all telecommunications facilities and systems assigned or acquired in support of NSA/CSS.
 4. Formulating and recommending to the Director NSA/CSS, telecommunications, ADP and information policy.
 5. Developing and implementing standards for the design, documentation and operational support of telecommunications, information and computer systems.
 6. Maintaining and ensuring operational readiness of all telecommunications, computer based and information systems operated by NSA and providing maintenance support as required to all telecommunications and computer-based systems operated by NSA/CSS field facilities.
 7. Serving as the NSA Senior ADP Policy Official (SADPPO).
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10. Validating requirements and programming for all cryptologic communication resources and NSA/CSS computer systems.
11. Ensuring adequate security of NSA/CSS communications and computer systems, facilities and operations.
12. Acquiring systems as assigned.

(CHANGE 2 - January 1988)

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9. Assigning and controlling standard identification codes for access to computer systems.
10. Maintaining stock copies of commonly used books and manuals.
11. Preparing working aids, compilations, and special studies as required.
12. Providing the dissemination and retrieval of collateral intelligence documents based upon appropriate requirements and security considerations.
13. Maintaining liaison with other U.S. intelligence agencies and government organizations to ensure the acquisition of collateral information.
14. Participating in the Federal Library and Information Center Committee's cooperative efforts designed to benefit all federal libraries and information centers.

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INFORMATION REQUIREMENTS AND RESEARCH -

Chief, is responsible to Chief, for maintaining timely research and reference services, providing tailored all-source information support to NSA/CSS elements worldwide, and modernizing information handling systems and processes.

Primary functions include:

1. Planning for and managing NSA/CSS mission-essential information support assets, setting priorities for these resources and periodically reviewing the value of these activities.
 2. Guiding the development of requirements for resources and systems to perform assigned tasks.
 3. Maintaining technical standards and managing the development and cognizance of the information support requirements of NSA/CSS customers.
 4. Maintaining and providing rapid customer access to special classified data bases, commercial data bases and other reference aids.
 5. Preparing special working aids and research papers, as required.
 6. Marketing services to NSA/CSS Headquarters and field sites worldwide.
- [REDACTED]

6. Providing support to the development of automated information handling systems.
- [REDACTED]

ARCHIVES AND HISTORY [REDACTED]

The Chief, [REDACTED] is responsible to the Chief, [REDACTED] for the management and administration of NSA/CSS programs for life-cycle management and processing, storage, and declassification review of cryptologic records of permanent historic value, the preparation of cryptologic histories, and the publication of professional journals, monographs, and books.

Primary functions include:

1. Providing guidance, policy and concepts for the operation of the Archival Processing System (i.e., life-cycle management of cryptologic records).
2. Supervising the activities of NSA records management, records storage, vital records, archives, declassification and history programs.
3. Serving as the NSA/CSS focal point for review of these activities for conformance to applicable Public Laws, Executive Orders and other federal regulations.

(CHANGE 2 - January 1988)

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NSA Organizational Manual
Annex C 1 August 1986

4. Developing, coordinating, and scheduling professional cryptologic publications, to include the Cryptologic Quarterly, monographs, and special history studies.

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ACQUISITION SERVICES

The mission of [redacted] is to provide centralized acquisition services to the [redacted] Organization, to perform specified related services, to staff [redacted] acquisitions with [redacted], and to serve as the [redacted] focal point for acquisition matters with [redacted]



(CHANGE 2 - January 1988)

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NSA Organizational Manual
Annex 1 August 1986

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CRYPTOLOGIC MANAGEMENT DEPARTMENT

The Dean, Cryptologic Management Department, is responsible to the ADT for the curricula and programs of the National Cryptologic School dealing with cryptologic education, executive development and management training, and for training in assigned cryptologic-related subjects.

Primary functions include:

1. Developing, scheduling, and conducting courses to satisfy cryptologic education, executive development, management training, and other training needs.
2. Providing instructional services in the Self-paced and Independent Study training programs.
3. Administering courses, workshops and seminars as provided by other DoD departments, or by contract, as required.

(CHANGE 1 - MARCH 1987)

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NSA Organizational Manual
Annex 1 August 1986

4. Arranging or preparing and presenting special lectures, programs and seminars.
5. Maintaining continuous liaison with appropriate external activities to ensure relevancy and currency of curricula.
6. Effecting course and program revision necessary to ensure material is kept current with operational needs.
7. Providing training or training support materials in response to requests for technical support from Service training schools, NSA/CSS field activities, or other agencies.
8. Maintaining liaison with other federal agencies and DoD components to ensure availability of expert guest speakers for Senior Cryptologic courses.
9. Maintaining cognizance of current executive development and management trends through independent research, attendance at formal courses, seminars and conferences.
10. Maintaining and scheduling the Cryptologic Course Centers.
11. Providing administrative and technical support to other Agency elements conducting specialized programs in the Cryptologic Course Centers.
12. Programming for the purchase of classroom books, supplies and equipment.
13. Participating in the planning, programming and budgeting of training programs.
14. Providing training advisory services to career panels and professional cryptologic organizations.
15. Counseling students and their supervisors on curricula and courses.
16. Performing internal evaluation and participating in curricula reviews in coordination with the Management and Evaluation Department.
17. Providing for the training and continuing professional development of assigned personnel.

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MANAGEMENT AND EVALUATION DEPARTMENT

The Assistant Director for Training (ADT) serves as the Commandant, National Cryptologic School (CNCS), the Training Director, National Security Agency/Central Security Service (TDNC), and the Cryptologic Training Manager (CTM). The Chief, Management and Evaluation Department, is responsible to the ADT/CNCS/TDNC/CTM for the National Cryptologic School (NCS) Budget, Cryptologic Training System (CTS) consolidated Planning, Programming, Budgeting, Fiscal Planning and Execution actions, policy, personnel, administration, facilities, and for advising him on the adequacy and effectiveness of cryptologic and cryptologic-related training conducted by, or under the auspices of, the Service training commands, the NCS, Operations elements, and contractors.

Primary functions include:

1. Developing the NCS budget and manning requirements and providing central control of approved NCS resource allocations, and execution of the financial plan.
2. Providing advice and assistance on existing and proposed NCS cryptologic training plans and policies and informing appropriate elements of major policy issues as they develop.
3. Preparing and coordinating programmatic guidance and programming for the CTS and consolidating all planning actions within the CTS for submission to the DDPP.

(CHANGE 1 - MARCH 1987)

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4. Coordinating the NCS portions of the Agency's Reserve Mobilization Program, Civilian Cryptologic Reserve Program (CCRP) and Civilian Linguist Reserve Program (CLRP).
5. Providing guidance and coordinating inputs to the management information system.
6. Managing all ADT/TDNC financial activities.
7. Managing the procurement of those items which are cryptologic unique for the four military Services.
8. Processing validated requests for the procurement of training equipment within the CTS in coordination with the CTS Staff.
9. Providing NCS representation to the Agency Space Requirements Review Board and the Facilities Working Group.
10. Coordinating personnel management services.
11. Providing security classification guidance to all NCS elements.
12. Providing personnel management support for the NCS, to include administering the performance appraisal and promotion programs and serving as the focal point for the implementation of DDA policies and procedures.
13. Designing plans, instruments, methods, and techniques for evaluation of training.
14. Conducting evaluations to assess the effectiveness of long-term external training sponsored by the NCS and evaluating the effectiveness of training programs and courses designed, developed, and implemented by contractors or purchased from contractors.
15. Coordinating, scheduling, and conducting the NCS curricula review functions; monitoring the implementation of approved recommendations resulting from evaluation reports and curricula reviews.
16. Coordinating cryptologic training evaluation in the CTS; assisting in the design and review of cryptologic evaluation programs of the military services, as required; maintaining liaison with military service counterparts.
17. Conducting applied evaluation research in support of training activities or programs and providing consultative services for other Agency or Service elements, as required.
18. Representing the ADT/CNCS/TDNC/CTM in conferences, seminars, and meetings dealing with training evaluation matters, and maintaining cognizance of current state-of-the-art and trends in education, training, and program evaluation.

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NSA Organizational Manual
1 August 1986

Annex

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NSA/CSS REPRESENTATIVE STATE (NCR STATE)

The NSA/CSS Representative State is responsible to the Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS) for conduct of the assigned mission including providing SIGINT advice to the Department of State and serving as the channel for providing to the DIRNSA/CHCSS relevant U.S. foreign policy guidance and interpretation. assists the DIRNSA/CHCSS in fulfilling his SIGINT support responsibilities to the Department of State. will act as the NSA Focal Point for ensuring essential support is provided to this field activity for the routine conduct of business with the specific mission direction being provided by the various NSA components.

Primary functions include:

1. Establishing and maintaining contact with senior State officials and country officers for early access to information on events which could affect U.S. SIGINT policy, operations, facilities, and real estate.
2. Providing timely information to NSA/CSS on appointments, movements, and debriefings of Ambassadors and other key embassy and department officials when such actions fall within the Agency's area of interest.

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NSA Organizational Manual
Annex 3, 1 August 1986

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NSA/CSS REPRESENTATIVE DEFENSE (NCR DEF)

The NSA/CSS Representative Defense is responsible to the Director, National Security Agency/Chief, Central Security Service (DIRNSA/CHCSS) for the conduct of business between NSA/CSS and other elements of the Department of Defense, and for the conduct of designated responsibilities in the Pentagon. It will act as the NSA Focal Point for ensuring essential support is provided to this field activity for the routine conduct of business with the specific mission direction being provided by the various NSA components.

Primary functions include:

1. Representing DIRNSA/CHCSS, acting as the NSA/CSS spokesman and facilitating the conduct of business between NSA/CSS officials and DoD executives, including the Secretary of Defense, the Service Secretaries, the Chairman of the Joint Chiefs of Staff, and the Director, Defense Intelligence Agency and their principal deputies.
2. Participating in the development of NSA/CSS positions on major issues referred by DoD officials.
3. Maintaining cognizance over NSA/CSS personnel assigned to the Pentagon.
4. Serving as an initial NSA/CSS point of contact for DoD officials and as an initial Pentagon point of contact for NSA/CSS officials; ensuring the adequacy of NSA/CSS services to DoD elements in the Pentagon and facilitating communications between NSA/CSS and elements of the OSD, JCS, Military Departments, DIA and others.

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INSPECTOR GENERAL - IG

The Inspector General is responsible for:

1. Conducting inspections, investigations, surveys and studies as directed by the Director NSA/CSS or the Deputy Director, NSA.
2. Conducting inspections, investigations, surveys and studies as initiated by the Inspector General or in response to requests from Chiefs of Key Components.
3. Overseeing NSA/CSS compliance with Executive Order 12333 and reporting to the Intelligence Oversight Board as required.

Annex

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CHIEF OF STAFF, NSA/CSS

The Chief of Staff, NSA/CSS, is responsible to the Director, NSA/Chief, CSS, and the Deputy Director for promoting and ensuring coherent and consistent representation of Agency views and policy within and without NSA. He reviews all correspondence addressed to the Director and coordinates all information necessary to complete any action assigned by the Director to the Key Components.

Primary functions include:

1. Ensuring the promulgation and dissemination of Directorate policies, views and positions, and the compliance thereto.
2. Providing recommendations, advice and counsel to the Director and Deputy Director as appropriate and as requested.
3. Responsible for the operation of six offices within the Organization, to include:
 - Legislative Affairs Office, responsible for monitoring NSA/CSS relations with external authorities such as the U.S. Congress.
 - Executive Registry, responsible for the control, review, and approval of all Agency correspondence intended for Director or Deputy Director concurrence or signature; providing for dissemination of incoming Agency correspondence, assignment of action responsibility; ensuring timely response to all correspondence and actions, proper coordination on all correspondence.
 - Directorate Briefings, responsible for the operation of the Agency Briefing Program.
 - Special Assistant for the NSA Advisory Board, responsible for administering for the Director the relationship between NSA and the NSA Advisory Board (NSAAB).
 - Protocol, Awards, and Visits, responsible for managing the conduct of Agency protocol matters and ensuring appropriate protocol treatment of all key visitors and applicable Agency functions.
 - Field Relations, responsible for ensuring NSA/CSS field elements are provided the support essential for effective operations.
 - Reserve Forces Advisor, NSA/CSS, responsible for advising the Director, NSA/Chief, CSS for military reserve matters.
4. In the absence of the Director and Deputy Director, functioning as the Chief Executive Officer for the Agency, representing and acting for the Director, except for duties specifically assigned to other Agency executives; and, within established guidelines, signing and releasing official Agency correspondence.
5. Performing other duties as assigned by the Director or Deputy Director.

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NSA Organizational Manual
1 August 1986

Annex

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RESEARCH AND ENGINEERING ORGANIZATION

DEPUTY DIRECTOR FOR RESEARCH AND ENGINEERING (DDR)

The Deputy Director for Research and Engineering is responsible to the Director, NSA/Chief, CSS, for directing the research and engineering program to meet SIGINT system requirements and the technology program for SIGINT, INFOSEC and support to military operations.

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LEGISLATIVE AFFAIRS (LAO) -

Chief, is directly responsible to the Chief of Staff. The LAO Office oversees the conduct of NSA/CSS relations with Congress and maintains and monitors NSA/CSS relations with Congress.

Primary functions include:

1. Advising the Director, Deputy Director, Chief of Staff and other senior NSA/CSS officials on matters concerning Congressional activities; keeping Agency officials fully informed on all matters pending before Congress.
2. Maintaining direct liaison with the Congress, the Department of Defense and other government departments and agencies with regard to matters of concern to Congress.
3. Preparing, coordinating and overseeing all communications with Congress (excluding budgetary communications with the Appropriations Committees); ensuring that communications with Congress accurately reflect the NSA/CSS policies, positions and views.
4. Assigning responsibility within the Agency for providing inputs and replies to Congressional inquiries, coordinating the providing of witnesses and information for hearings and investigations, accompanying Agency officials to Congressional hearings, and providing back-up material and testimony for Agency witnesses.
5. Coordinating actions necessary to ensure the accuracy of transcripts presented by NSA/CSS officials to Congressional hearings and committees.
6. Obtaining such information and assistance from NSA/CSS components as may be necessary to perform its responsibilities.
7. Maintaining a central repository for non-budgetary Congressional documents.

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EXECUTIVE REGISTRY (EX REG) -

The Chief, is responsible to the Chief of Staff for the operation of the Executive Registry.

Primary functions include:

1. Reviewing all correspondence and documents presented for the Director's, Deputy Director's or Chief of Staff's approval or signature to ensure that they have received appropriate attention, meet all requisite standards of presentation, and are consistent with established Agency policies.
2. Reviewing material forwarded for the Director's, Deputy Director's, and Chief of Staff's information and obtaining any additional background data required to provide them with sufficient material to make an informed judgment.

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3. Initiating actions resulting from oral or written guidance from the Director, Deputy Director, or Chief of Staff to apprise appropriate components of their views and to solicit required information.
4. Monitoring activities of interest to the Directorate and ensuring that Agency components are informed of the Directorate's interest in these activities.
5. Maintaining and controlling documents, records, and communications and keeping a continuing record of the status of actions of concern to the Directorate.
6. Reviewing and monitoring all DoD Directives, Instructions, and high-level correspondence from external sources to ensure that proper and timely actions are taken by Agency components.
7. Assuring timely review, assignment, and completion of staff actions relating to correspondence to and from the Directorate from both internal and external sources.
8. Developing and issuing NSA/CSS policy and guidance for agency correspondence and providing advice to Agency components on correspondence and administrative matters.
9. Providing administrative support for the Directorate.
10. Undertaking other duties as assigned by the Chief of Staff.

The Mission and Function Statements are UNCLASSIFIED

DIRECTORATE BRIEFINGS

The Chief is responsible to the Chief of Staff for conducting the NSA/CSS Briefings and Visits Program.

Primary functions include:

1. Providing all necessary audio-visual support to members of the Agency Directorate for their presentations to distinguished visitors.
2. Presenting the Agency Overview Briefing to distinguished visitors (other than those briefed by the Directorate) and other audiences and individuals.
3. Maintaining a comprehensive library of audio-visual aids and materials to support and facilitate presentations by the Directorate, staff briefers, and other Agency elements as required.
4. Providing various official Agency representatives, e.g., NCRs, SUSLOs, etc., with copies of the Overview Briefing and ensuring that they are kept up to date through issuance of appropriate changes.
5. Providing assistance and/or advice to any Agency element regarding presentation, including provision of audio-visual aids, critiques, and staging.
6. Designing and procuring graphics to support the needs of the Directorate, staff briefers, and other staff elements through operation of the office's computer graphics installations.
7. Providing narrator and/or audio-visual support to various official Agency functions and ceremonies, e.g., award presentations, Travis/Director's Trophy ceremonies, television center productions, etc.

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SPECIAL ASSISTANT FOR THE NSA ADVISORY BOARD (NSAAB)

The NSA Advisory Board, (NSAAB) is responsible for advising the Director, NSA, and NSA senior management on matters related to the missions of the Agency, and for providing the corporate body with long-range forecasts in these areas. The Executive Secretary to NSAAB, as Chief is responsible to the Chief of Staff for the management and administration of the Office and NSAAB related activities.

Primary functions include:

1. Providing liaison between NSA and the industry, government and academic leaders who serve on the NSAAB.
2. Planning, programming, and budgeting for NSAAB activities.
3. Providing reports on NSAAB activities to satisfy Public Law and DoD requirements.
4. Maximizing NSAAB activities to satisfy the Director's requirements for advice on matters related to the missions of the Agency.
5. Providing liaison and continuity between the Board and its component organizations.
6. Providing for the administration of meetings, conference rooms, materials, notification of activities, badge and visitor requests, membership records and rosters, clerical support, travel orders and claims, time and attendance records, consultant appointments, security clearances, etc., for NSAAB members and advisors.
7. Maintaining NSA/CSS Regulation No. 11-3 (The NSA Advisory Board).
8. Assisting the Chairman of the NSAAB in fulfilling his and the Board's responsibilities which include the following:
 - a. Convening and presiding over meetings of the NSAAB.
 - b. Providing expeditious advice on specific issues and problems of direct concern to the Director, NSA.
 - c. Conducting such other special studies as the Director, NSA, may direct.
 - d. Coordinating all activities of the NSAAB, including Ad Hoc Groups.
 - e. Establishing Ad Hoc Groups, monitoring and assessing their activities, and receiving and approving the results thereof.
 - f. Providing continuing and direct interface with the Director, the NSAAB Steering Group, and other NSA executives.
 - g. Receiving reports on significant management, operational, and technical NSA activities in order to maintain a base from which to provide steerage to NSAAB activities.

The Mission and Function Statements are UNCLASSIFIED

PROTOCOL, AWARDS, AND VISITS -

The Chief, is responsible to the Chief of Staff for providing support and counsel throughout the Agency on matters of protocol and for initiating, arranging, and conducting ceremonies and receptions in accordance with the requirements of the Directorate. Other duties include the direction and administration of the civilian awards program; providing guidance and assistance to the NSA/CSS Incentive Awards Board; enhancing employee morale by assuring that deserving individuals are appropriately honored for their contributions; and furthering the Agency's image through proper reception of visiting officials and guests. The Chief, is responsible for administering the overall NSA Visitor Program to include both foreign and domestic visits. Primary responsibility for these functions is assigned to two divisions, with overlapping duties as assigned.

Primary functions include:

1. Protocol support-arranging for and conducting military retirement parades, frockings, reenlistments, and promotions, by special request. Coordination and arrangements for high-level visitors at the request of the Directorate. Providing protocol and hostess assistance at the Director's promotion and award ceremonies, special conferences, foreign receptions and other official functions.
2. Responsibility for staffing all requirements and arrangements involved in the Travis Trophy and Director's Trophy Awards, to include the Team of the Year Award.
3. Working with minority groups within the Agency on special programs, e.g., Martin Luther King Memorial Service and Black History Week.
4. Receive, control, and process civilian award recommendations to include appropriate dissemination of recommendations to members of the NSA/CSS Incentive Awards Board, acting on all Board proposals, preparing Board agenda and minutes, securing award approvals, processing of award recommendations, and the responsibility for forwarding awards of departed personnel or conducting award presentation ceremonies.
5. Administration of the Incentive Awards Program. Providing guidance and support in the preparation and processing of cash and special achievement awards exceeding \$5000.00, and honorary awards.
6. is the focal point for all Directorate-level foreign and domestic visitors. This effort has been consolidated into one program (NSA/CSS Distinguished Visitor Program) to ensure standardization of arrangements for guests and systematic planning within and between and those elements involved in official visits, i.e., scheduling of events and visits to "tour areas."
7. The funding of Public support activities is retained within the Office of the Assistant Comptroller with rigid procedures established for coordinating funding requirements between and the Office of the Director.
8. develops a "tailor-made" agenda for each senior U.S. visitor that is not only responsive to visitor's needs and interests but includes those issues NSA believes are pertinent to the visit.

The Mission and Function Statements are UNCLASSIFIED

FIELD RELATIONS

The Chief, Field Relations, is responsible to the Director, NSA/Chief, CSS, through the Chief of Staff, for ensuring NSA/CSS field elements are provided the support essential for effective SIGINT operations.

Primary functions include:

1. Advising the Director, NSA/Chief, CSS, through the Chief of Staff and Deputy Director, on field matters and recommending actions where warranted.
2. Assuring the development, in conjunction with the appropriate Key Components, of comprehensive mission and function statements, policies, plans, instructions, and procedures for NSA/CSS Field Stations and Field Representatives.
3. Serving as a coordination point for all matters generated at NSA/CSS Headquarters which significantly affect the mission or resources of NSA/CSS Field Elements; advising the Director of factors which greatly impact on the capability of field elements to perform effectively.
4. Serving as NSA/CSS ombudsman for problems or instructions which impact on NSA/CSS field operations.
5. Reviewing, coordinating, and expediting significant Agency actions relative to NSA/CSS field organizations.
6. Reviewing and tracking field-related CCP^(Consolidated Cryptologic Program) program and budget requirements and programming and managing the use of travel funds by those NSA Field organizations which do not have separate allocations.
7. Reviewing, updating, and coordinating, as required, the Mission and Functions and Terms of Reference for NSA/CSS field activities.
8. Monitoring Headquarters TDY^(Temporary Duty) visits to NSA/CSS field organizations and making certain administrative arrangements and serving as focal point for NSA field element visits to NSA/CSS Headquarters.
9. Providing Desk Officer support to NSA/CSS Field Chiefs and organizational components in all areas affecting their capability to accomplish their mission in support of NSA.
10. Ensuring that NSA/CSS field elements are kept informed of, and consulted on, plans/programs/ issues/policies that affect them.
11. Serving as an expeditor and coordinator on problems of substance affecting field operations, especially on matters which cross Key Component lines.
12. Ensuring that existing mechanisms function in an efficient, responsive and cohesive manner and trigger remedial actions when adequate provisions are lacking.
13. Following up on problems surfaced by TDYers and addressed in Trip Reports by ensuring the appropriate action is taken.

14. Coordinating with the appropriate Key Components to facilitate the interplay of field related plans and issues.
15. Assisting Key Components in recruiting, career development, and reassimilation programs wherever possible and introduce field views where such are constructive.
16. Assisting the Director, Deputy Director and Chief of Staff, NSA in preparation of performance appraisals for senior NSA/CSS Field Representatives.
17. Preparing recommendations for promotions and awards for NSA/CSS Field Representatives for review by the Director, Deputy Director or Chief of Staff, NSA.

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RESERVE FORCES ADVISOR, NSA/CSS

The Chief, NSA/CSS Reserve Forces Advisor (RFA), is the principal advisor to and representative of the Director, NSA/Chief, CSS for military reserve matters. Major support of the RFA is provided by the Chief of Staff but the RFA reports operationally directly to the DIRNSA/CH, CSS, ensuring that the DC/CSS and Deputy Director, NSA and Chief of Staff are currently informed. As required, assistance will also be provided by NSA organizations.

Primary function include:

1. Ensuring that military reservists who report to the National Security Agency for duty are ready for mobilization in their assigned billets.
2. Exercising overall direction of the NSA/CSS military reserve program to enable it to carry out its peacetime and wartime tasks.
3. Serving as the primary point of contact within the NSA/CSS for all matters affecting the military reserve.
4. Initiating, conducting, and reviewing NSA mobilization billet surveys and maintaining a single, integrated data base of all personnel requirements under conditions requiring an expansion of the NSA work force from the reserve force.
5. Reviewing and ensuring the viability of NSA/CSS plans for mobilization and related but lesser crisis situations insofar as they involve or affect the reserve force.
6. Initiates and oversees efforts to provide appropriate mobilization readiness training for reservists who report to the National Security Agency for duty.
7. Assisting and coordinating the efforts of appropriate Service Reserve Program Managers in preparing their units and individual members for mobilization.
8. Maintaining liaison with the Assistant Secretary of Defense (Reserve Affairs), Service Reserve Chiefs, Service Cryptologic Element Reserve Program Managers, and other U.S. officials concerned with the mobilization and training of Reserve personnel in skills of interest to the NSA/CSS.
9. Controlling the check-in and check-out of Reservists to ensure that maximum time is devoted to training.
10. Coordinating the assignment of military reservists to provide optimal training.

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The ADIL Mission and Function Statements are UNCLASSIFIED.

INSTALLATIONS AND LOGISTICS ORGANIZATION

ASSISTANT DIRECTOR FOR INSTALLATIONS AND LOGISTICS (ADIL)

The Assistant Director for Installations and Logistics (ADIL) is tasked with administrative, installations and logistics matters worldwide. Additionally, he serves as the Associate Directorate of Small Business and the Head of Contracting Activity (HCA).

Primary functions include:

1. Providing for the contracting of timely and acceptable delivery of cryptologic systems, subsystems, equipment, and support integral to their effective operation for the cryptologic community, civil agencies.
2. Prescribing policy and providing or arranging for the effective and efficient operation of assigned administrative, installations and logistic activities of NSA/CSS.
3. Participating in the systems acquisition decision process as a principal to analyze the impacts of proposed systems on programs for supply, distribution, transportation, maintenance, installations, facilities, energy conservation and environmental protection.
4. Developing and implementing long and intermediate-range logistic plans and architectures.
5. Implementing DoD policies for and monitoring the management and control of supplies, administrative services, equipment, energy, transportation, contract and acquisition functions performed by NSA/CSS for construction, maintenance of real property, facilities, utilities and environmental matters for NSA/CSS worldwide.
6. Maintaining active liaison with the military departments, other DoD components and other government agencies having collateral or related functions.
7. Ensuring that the I&L role in emergency plans is adequately addressed, responsive and that the required level of readiness is achieved and maintained.
8. Ensuring that a fair proportion of Agency total acquisition of property and services is placed with small business concerns pursuant to DoD established policies.
9. Ensuring that contracting officers prepare justifications for Other Than Full and Open Competition and obtain appropriate approval.

(CHANGE 2 - January 1988)

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NSA Organizational Manual
Annex 1 August 1986

The SADBUs Mission And Function Statements are UNCLASSIFIED

SMALL AND DISADVANTAGED BUSINESS UTILIZATION (SADBU)

The Deputy for Small Business, NSA, is tasked with ensuring that a fair proportion of Agency total acquisition of property and services is placed with small business concerns pursuant to Public Law 95-507 and DoD established policies.

Primary functions include:

1. Supervising and overseeing small business staff.
2. Coordinating with DoD and other agencies on small business matters.
3. Interpreting statutes and changes to regulations that impact on small business.
4. Preparing guidance on new initiatives.
5. Developing mechanisms for achieving goals.
6. Disseminating small business goals to the contracting office and the technical elements.
7. Preparing and giving briefings, i.e., small business policies, goals achievement, training.
8. Interfacing between small business and technical elements, to include meetings, demonstrations and discussions.

The Mission and Function Statements are UNCLASSIFIED

MATERIEL MANAGEMENT

The Chief of Materiel Management is tasked with establishing and overseeing a support system that meets the needs of NSA/CSS organizations worldwide.

Primary functions include:

1. Planning, programming and budgeting for Materiel Management.
2. Managing the NSA/CSS supply system.
3. Operating the NSA/CSS custodial property plant equipment accounting systems, the government furnished property tracking system and the Agency's hazardous waste disposal program.
4. Ensuring NSA/CSS participation in DoD/GSA Excess Reutilization and Cryptologic Community Excess SIGINT Materiel Program.
5. Receiving, storing and issuing materiel to support NSA/CSS.
6. Assuring responsive supply support to Agency elements worldwide.
7. Managing transportation services including shipment of supplies and equipment and operation of the Agency Motor Pool.

(CHANGE 2 - January 1988)

UNCLASSIFIED

8. Managing the NSA/CSS magnetic media program and ensuring awareness of the state-of-the-art in the tape and recorder industry.
9. Providing cryptologic item cataloging services for the DoD.
10. Developing and implementing logistics policy within the functional responsibility.
11. Acquisition of materiel through the most cost effective resources.
12. Acquisition and management of provisioning documentation.
13. Planning for the implementing provisions of the emergency plans as appropriate: Continuity of Operations Plans, Emergency Power Plan, NSA Shelter Plan, and Emergency Action Plan for NSA Field Stations (NSA Regulation 25-14).
14. Administering the Agency Forms Management Program in compliance with DoD Instruction No. 5000.21.
15. Planning for adequate warehousing facilities and managing related assets.
16. Managing a cost effective program for spare parts acquisition.
17. Implementing and managing an automated data processing systems which support the materiel management system.

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DESIGN, TECHNICAL AND ADMINISTRATIVE SUPPORT

The Chief, Design, Technical and Administrative Support, is responsible for providing NSA and other worldwide intelligence activities with a broad range of intelligence production associated support products and services.

Primary functions include:

1. Planning, technology development, design, architecture, acquisition and life-cycle support for unique products and systems and the design and application of unique technologies to bring these products to bear on desired targets.
2. State-of-the-art, cost-effective visual communications (now available to Intelligence elements worldwide, as well as throughout NSA Headquarters) and special adaptations for the facility being prepared for use by the NSA Director and Agency seniors.
3. Secure classified material destruction and precious metal recovery services in special-purpose buildings housing state-of-the-art facilities unmatched either in industry or in government.
4. Highly responsive courier and mail service throughout the Cryptologic system, including our interaction with the United States Post Office (USPO), the State Department Diplomatic Pouch Service, and with the Armed Forces Courier Service (ARFCOS).
5. Controlling selected Top Secret documents including noncryptographic registered documents, and maintaining the subregistry for COMINT/COMINT-related material.

(CHANGE 2 - January 1988)

6. Providing the chair person of the NSA/CSS Contract Advisory Panel. .
7. Providing security classification advice to

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CONTRACTING

The Chief, Contracting, is tasked with managing and directing NSA's contract, grant and agreements, cooperative agreement functions.

Primary functions include:

1. Approving contract awards.
2. Providing Agency contract, grant and cooperative policy.
3. Ensuring NSA's compliance with the Defense Acquisition Regulation and other government, DoD and NSA/CSS contracting regulations and OMB, grant and cooperative agreement regulations.
4. Ensuring that the integrity of the contracting process is preserved.
5. Processing award of Agency grants or cooperative agreements and monitoring applicable policies related thereto.
6. Ensuring the completeness, adequacy, and propriety of contract, grant and cooperative agreement documents.
7. Providing for contract, grant and cooperative agreement review, evaluation of contractor and university performance, government property administration, and contract, grant and cooperative agreement close-out.
8. Appointing Ordering Officers, Property Administrators, Small Business Point of Contact, Priorities and Allocations Officer, Contracting Officer Representatives, Freedom of Information Focal Point and MOBDES, Program Monitor.

(Mobilization Designees)

The Mission and Function Statements are UNCLASSIFIED.

FACILITIES ENGINEERING

The Chief, Office of Facilities Engineering is tasked with installation/facilities operations, facilities maintenance, occupational safety and health matters, and construction matters worldwide.

Primary functions include:

1. Providing facilities support (mechanical, electrical, industrial, civil and safety engineering) to NSA/CSS worldwide.
2. Providing occupational health and fire prevention support to NSA/CSS worldwide.

(CHANGE 2 - January 1988)

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NSA Organizational Manual
Annex 2 1 August 1986

3. Operating, maintaining and receiving NSA/CSS facilities, including developing and implementing emergency plans addressing utility outages and hazardous weather conditions.
4. Developing and administering the NSA/CSS Master Space Plan, including the Military Construction Program (MILCON).
5. Validating, prioritizing, estimating and scheduling facilities requirements and projects.
6. Developing and implementing the Energy Conservation Program.
7. Managing and acquiring, exclusive of housing, real property for the NSA mission by lease, transfer or purchase.
8. Administering the Commuter Transportation Program.
9. Providing custodial services in NSA/CSS buildings and leased facilities, where applicable.
10. Managing the development and implementation of computer systems in support of facilities requirements.

(CHANGE 2 - January 1988)

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NSA Organizational Manual
1 August 1986

Annex

The DDA Mission and Function Statements are Classified CONFIDENTIAL

ADMINISTRATION ORGANIZATION

DEPUTY DIRECTOR FOR ADMINISTRATION (DDA)

The Deputy Director for Administration is responsible to the Director, NSA/Chief, CSS, for the development of policy, plans, and programs and the direction and control of NSA/CSS personnel administration, security, medical activities, and centralized travel authority for the NSA/CSS. This includes the execution and administration of statutory responsibilities in these fields.

Primary functions include:

1. Formulating and administering plans, policies, and programs relating to the acquisition, development, placement, and administration of a civilian and military work force to meet the mission requirements of the Agency.
2. Developing and executing plans, policies, and programs involving personnel and physical security for safeguarding Agency information, activities, and facilities at the Headquarters, in the Field, and in the care of U.S. industry.
3. Establishing and providing health, medical, and psychological services.
4. Providing for the development and administration of a cryptologic career system, including military and civilian career development.
5. Providing focal point within NSA for all matters relating to [REDACTED]
6. Administering centralized travel management and support of all Agency official travel including TDY, PCS, training and invitational travel.

(Permanent Change of Station)

The Mission and Function Statements are UNCLASSIFIED.

MILITARY PERSONNEL

The Chief, [REDACTED] is responsible to the DDA for the development, implementation and administration of military personnel management plans, policies, procedures and programs.

Primary functions include:

1. Planning and coordinating NSA/CSS Military personnel management requirements activities, world-wide.
2. Formulating NSA/CSS policies and procedures governing the utilization and administration of military personnel.
3. Ensuring effective position management for NSA/CSS military billets.
4. Verifying military personnel skill and grade requirements and coordinating these requirements with the Service Cryptologic Elements and the Military Departments as appropriate.
5. Developing and administering programs and procedures to attract, retain and motivate Agency military personnel.

(CHANGE 3 - June 1988)

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NSA Organizational Manual
Annex 1 August 1986

6. Conducting surveys and interviews to ensure effective placement and effective employment of military personnel.
7. Conducting special studies affecting NSA/CSS military personnel.
8. Nominating military officers for National Cryptologic School courses.
9. Maintaining liaison with the local military support elements, the Service Cryptologic Elements and the Military Departments to ensure an effective NSA/CSS military personnel program.
10. Administering the NSA/CSS Military Decorations and Awards Program.

The Mission and Function Statements are UNCLASSIFIED.

CIVILIAN PERSONNEL

The Chief is responsible to the DDA for the development, implementation, and administration of civilian personnel management plans, policies, and programs for all NSA/CSS personnel.

Primary functions include:

1. Developing, issuing, and maintaining Agency policies and procedures governing the employment and administration of NSA/CSS civilian personnel, including publication of the Personnel Management Manual.
2. Executing statutory and administrative authorities for the general employment and administration of NSA/CSS civilian personnel.
3. Developing and administering the NSA Salary and Wage Administration Program, to include the classification of positions and the establishment and implementation of special salary and wage plans and schedules.
4. Developing and maintaining the NSA/CSS Cryptologic Occupational Structure, defining occupations, and establishing qualification standards for civilian employment.
5. Recruiting, selecting and placing civilian personnel to meet NSA/CSS staffing requirements.
6. Coordinating civilian employment matters with the Medical Center and Office of Security.
7. Representing NSA on matters involving the Interagency Advisory Group Office of Personnel Management and Baltimore Federal Executive Board matters.
8. Administering the NSA/CSS non-appropriated fund activities worldwide.
9. Developing and administering the NSA/CSS Morale, Welfare, and Recreation Program, including the Awards and Suggestion Programs, and providing an employee communications system, including the NSA Newsletter and PERSGRAMs.
10. Reviewing employee records, counseling employees, evaluating information to determine suitability and eligibility for initial or continued employment, and making recommendations regarding adverse actions and involuntary separations for job and non-job related reasons.
11. Providing out-placement services for selected employees.
12. Administering a program for staffing field positions, including processing of candidates and providing pre-PCS orientation for NSA/CSS personnel and families to be assigned to field locations, providing personnel administration support to field personnel, and administering a reassimilation program for returning field personnel.

(CHANGE 3 - June 1988)

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NSA Organizational Manual
Annex 3, 1 August 1986

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CAREER DEVELOPMENT

The Chief, ~~NSA~~ plans, designs, implements and administers career programs to develop knowledge, skills, abilities, and potential, and to motivate the civilian and military work force.

Primary functions include:

1. Planning, designing, coordinating, and implementing career programs for civilian and military personnel to meet the needs of management and the individual.
2. Providing policy direction and guidance, as well as space, facilities, financial and administrative support to Agency Career Panels.
3. Managing, validating, and monitoring the intern and professional certification programs, conducting related research, and providing support to the Career Panels in the administration of those programs.
4. Providing staff and administrative support to Agency military career panels; operating specialized military career programs; and, managing and supporting the Military Reference Library (MRL).
5. Providing staff and administrative support to the Agency promotion review boards, the senior career boards, and special purpose boards.
6. Planning, developing, researching, and administering career programs to prepare personnel for managerial positions (supervisory, mid-level management, and executive).
7. Researching, designing, developing, and administering career programs to ensure growth of personnel in technical careers, to include post-professionalization continuing development and preparation for senior technical specialist and senior expert positions.
8. Operating the Career Resource Center to provide military and civilian personnel guidance in career planning and the accomplishment of career goals with a view toward long-term Agency needs.
9. Providing recommendations, administration, and support for the management and maintenance of the SCES and the STE program.
10. Maintaining an Agency planning process for future work force skill requirements.
11. Developing and administering assessment instruments to assist in identifying individual training and development needs.
12. Administering a program to facilitate the reassignments and reassimilation of senior professional personnel (GG 13-15).

(CHANGE 3 -- June 1988)

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GENERAL COUNSEL - GC

The General Counsel is responsible to the Director, NSA/Chief, CSS for all legal services to be performed within and involving the National Security Agency.

Primary functions include:

1. Serving as the chief legal officer of the Agency and as the final authority within the Agency on questions of law.
2. Interpreting all statutes, Presidential Directives, and Executive and Legislative Branch Regulations, and advising the Director and principal staff with respect to the authorities for NSA operations and the conditions and restrictions thereon.
3. Ensuring that the intelligence activities of NSA are conducted in a lawful and proper manner and reporting any such activities that raise questions of legality or propriety to the President's Intelligence Oversight Board pursuant to Section 3-2 of Executive Order 12333.
4. Representing the Agency in all legal matters relating to other Government departments, private organizations and the general public.
5. Representing the Agency in litigation before the courts and administrative bodies and serving as the principal NSA point of contact with the Department of Justice and the office of the Attorney General on matters affecting the Agency.
6. Developing and presenting the Agency's legislative program and the Agency's position on other items of legislation which affect NSA.
7. Participating in the development, formulation and implementation of general policy for the operation and management of NSA.

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NSA Organizational Manual
1 August 1986

Annex

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CHIEF SCIENTIST

The Chief Scientist is responsible to the Director, NSA/Chief, CSS, for providing expert independent advice and guidance on internal and external scientific and technical matters.

Primary functions include

1. Overseeing scientific and technical activities of the Agency.
2. Advising the Director and other Key Executives on Agency science and technology problems and serving as the principle science and technology advisor to all Agency elements.
3. Representing the Director and other Agency elements in external science and technology fora.
4. Maintaining personal contact with scientific and technical institutions and associations, corporate science and technology officers and industrial laboratories, and with similar activities of other Departments and Agencies of the Federal Government.
5. Chairing special science and technology studies as requested or as proposed.
6. Independently reviewing and providing recommendations on Agency programs and plans involving scientific and technology issues and efforts.
7. Executing Agency oversight on behalf of the Director of all scientific and technology efforts at academic institutions.
8. Functioning as advocate for the development of the Agency technical workforce.
9. Serving as a member of senior Agency management and participating in the SPB and other Agency boards requiring senior representation on science and technology matters.

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NSA Organizational Manual
Annex, 1 August 1986

The Mission and Function Statements are Classified SECRET

SECURITY -

The Chief, is responsible to the DDA for the development, implementation and administration of security management plans, policies and programs; and the direction and control of the NSA/CSS security activities. He/She is responsible for NSA representation to DCI Security Forums and OSD in the development of security policies and programs.

Primary functions include:

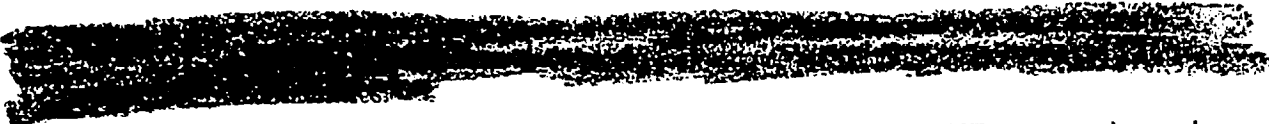
1. Conducting the NSA/CSS Personnel Security Program in consonance with statutory authority, Executive Orders, National Security Decision Directives, Director of Central Intelligence and DoD Directives, and the policies of the DIRNSA/CHCSS.
2. Developing, publishing and supervising the implementation of security policies and procedures.
3. Managing and conducting the Agency's Polygraph Program.
4. Conducting, or causing to be conducted, full field investigations and security interviews; conducting other investigations or inspections in support of personnel security; counterintelligence and physical security functions.
5. Determining the eligibility or continued eligibility of applicants, employees, persons assigned or details to the NSA/CSS, consultants, and employees of Agency contractors for access to cryptologic and other classified information.
6. Conducting programs of indoctrination, orientation and security education and awareness for all persons under the security cognizance of the DIRNSA/CHCSS, including consultants and employees of Agency contractors.
7. Developing and enforcing physical security standards, practices and procedures for the protection of cryptologic and other classified information or material at NSA/CSS worldwide activities and contractor facilities. Conducting periodic inspections to ensure compliance.
8. Developing appropriate physical security procedures to ensure adequate control of access to all NSA/CSS facilities/designated areas; [REDACTED]
9. Managing the [REDACTED] Security Programs at NSA/CSS field activities and interfacing with other Government agencies on [REDACTED] security matters.
10. Providing physical and technical security criteria and participating in inspections pertaining to the NSA/CSS Secure Telephone System.
11. Establishing standards and procedures for the collection and destruction of classified waste.
12. Operating the NSA/CSS uniformed security force, including requirements, standards, practices and procedures for the conduct of the uniformed security force mission of protecting NSA/CSS facilities at the Fort Meade/FANX complex and other areas as may be necessary.
13. Providing NSA representation to the Intelligence Community Security Forum, its subcommittees and Working Groups, as well as to the Interagency Group on Countermeasures (Personnel and Physical Security) Committee.


(CHANGE 3 - June 1988)


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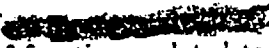
NSA Organizational Manual
Annex 3, 1 August 1986

14. Operating a continuously manned Security Operations Center; and providing a duty officer to serve as a focal point for actions in fulfillment of other responsibilities of the Administration Organization during evening, midnight and weekend shift operations.
 15. Assigning professionally qualified security officers to appropriate NSA/CSS organizations to provide full-range personnel and physical security staff guidance and assistance.
 16. Developing and disseminating procedures and guidelines for the protection of NSA/CSS personnel abroad against terrorist acts and within CONUS as necessary.
 17. Providing access to security records as required under the Privacy Act and the Freedom of Information Act and disseminating such information as required by Executive Order 12333.
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19. Receiving, analyzing and evaluating reports of actual or possible COMINT compromise and practices dangerous to security received from organizations operating under the operational or technical control of DIRNSA/CHCSS.
20. Exercising overall security responsibility for the 

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TRAVEL AND SPECIAL SUPPORT -

The Chief, , is responsible to the DDA for the direction and management of  programs, and for centralized management and execution of functions related to official travel conducted on behalf of the Agency.

Primary functions include:



6. Providing centralized travel authority for the Agency, ensuring Agency and applicable DoD travel regulations, directives, policies and procedures are implemented and adhered to, and ensuring that travel is arranged in the most efficient, effective and economical manner.
7. Providing advice and information to Agency Components for use in travel programs and budgets, maintaining appropriate records on the status of Agency travel and providing data and reports to management as directed.
8. Preparing, coordinating or assisting, and providing advice and guidance in the preparation of travel planning messages, the planning of itineraries and related correspondence and assuring that proper coordination, concurrences and approvals are obtained.

(CHANGE 3 - June 1988)

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NSA Organizational Manual
Annex 1 August 1986

9. Providing for the review and processing of travel requests, costing and through the use of computer remote terminals provide accounting records of financial and other required travel data; and preparing, authenticating issuing and amending (if necessary) travel orders for NSA/CSS personnel and non-NSA/CSS personnel traveling on behalf of the Agency.
10. Processing passport, visa, and identification card applications for all official Agency travelers; arranging or assisting in obtaining required documentation, and obtaining and controlling all passports provided under the auspices of the Agency, coordinating as necessary with the Department of State on all Agency travel matters including providing passport status reports.
11. Arranging for immunization/health services in conjunction with overseas travel.
12. Providing guidance to travelers on TDY and PCS travel entitlements, and assisting in the preparation of requests for advances of travel funds, reimbursement claims, travel vouchers, etc.
13. Scheduling transportation, obtaining tickets/reservations, making car rental reservations, and arranging accommodations for Agency travelers as required.

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MEDICAL CENTER

It is the policy of the NSA/CSS to establish and maintain occupational health service programs to deal constructively with the health of its employees in relation to the efficient performance of their work. While health maintenance is primarily the responsibility of the individual employee, the Agency has a valid interest in preventing loss of work time and work efficiency resulting from employee's ill health. Also, because of the sensitivity of NSA/CSS positions and the unusual conditions of work in the Agency, physical fitness, mental well-being, and satisfactory personality adjustment are important factors in determining the eligibility of individuals for employment and access.

Primary functions include:

1. Emergency diagnosis and first treatment of injury or illness that become necessary during working hours and that are within the competence of the professional staff and facilities of the Medical Center, whether or not such injury was sustained by the individual while in the performance of duty or whether or not such illness was caused by his employment. In serious or emergency cases where the necessary first treatment is outside the competence of the health service staff and facilities, conveyance of the individual to a nearby physician or suitable community/military medical facility will be provided for the individual. However, in any case, at the discretion of the attending Medical Center supervisor, such conveyance may be provided at the request of, or on behalf of the individual.
2. Pre-employment medical examinations and psychological assessments.
3. Administration of the Agency's Employee Support Program (ESP).
4. Such in-service examinations of personnel, at the NSA Medical Director, subject to the direction and control of the DIRNSA/CHCSS and the DDA determines to be necessary (in addition to fitness-for-duty examinations)
5. Administration, at the discretion of the Medical Director (or his designee), of treatments and medications (1) furnished by the individual and prescribed in writing by his personal physician or reasonably necessary to maintain the individual at work, or (2) prescribed by a physician providing medical care in performance-of-duty injury or illness cases under the Federal Employees' Compensation Act.

(CHANGE 3 - June 1983)

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NSA Organizational Manual
Annex 1 August 1986

6. Preventive services within the competence of the professional staff (1) to appraise and report work environment health hazards to the NSA/CSS Occupational Safety and Health Office as an aid in prevention and controlling health risks; (2) to provide health education to encourage personnel to maintain personal health; (3) to provide specific disease screening examinations and immunizations, when authorized by the DDA (or his designee); and (4) to provide medical surveillance programs and immunizations as necessary.
7. Provide allergy/desensitization treatments to employees when ordered by their personal physician when detailed dosage instructions and the serum are provided.
8. In addition to the above services, employees may be referred to private physicians, dentists, or other health resources for conditions which are not job related, for health screening programs or other services.
9. Emergency diagnosis and first treatment of illness, during working hours is authorized for all persons, including visitors, within the confines of Agency facilities. Definitive diagnosis and therapy of non-occupational injury or illness are not the responsibility of the Agency, but where the Government, the individual or the community stand to benefit certain health measures may be provided to deal with non-occupational illness or injury.
10. The primary responsibility for the military health program rests with the Military Departments. By Support Agreement, the Medical Center provides initial sick call and drug prescription services to active duty military personnel assigned to the NSA/CSS. In the interest of promoting the good health of the work force, the Medical Center also provides preventive health and immunization services to its military personnel. For services such as special hospitalization, military personnel will be referred by the Medical Center to the parent service or to a specialty facility, as appropriate.

(CHANGE 3 - June 1988)

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Annex

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PROGRAMS AND RESOURCES ORGANIZATION -

DEPUTY DIRECTOR FOR PROGRAMS AND RESOURCES (DDPR)

The Deputy Director for Programs and Resources is responsible to the Director, NSA/Chief, CSS, for the control, direction and evaluation of programs, budget, finance and resource management activities of the Agency. The Assistant Deputy Director for Programs and Resources (ADDPR) serves as Comptroller of NSA. The ADDPR also serves as the Alternate NSA Senior ADP Policy Official (SADPPO).

Primary functions include:

1. Developing major program, budget, manpower and financial plan alternatives and making recommendations to the Director.
2. Evaluating and obtaining Directorate approval of programs, budget and financial plan input developed by other Agency elements.
3. Preparing and issuing consolidated programming, budgetary and financial plan documents.
4. Allocating resources and controlling expenditures consistent with approved plans, programs and budgets.
5. Preparing Congressional testimony for the Director and responding to Congressional queries and taskings.
6. Operating the Agency finance and accounting system.
7. Maintaining a detailed knowledge of major system acquisitions and controlling and approving release of funds when milestones are met for cost, schedule and performance.
8. Establishing priorities for all NSA/CSS Circular 25-5 activities.

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DIRECTOR OF BUDGET AND PROGRAMS -

The Director of Budget and Programs is responsible to the DDPR for developing the five year Consolidated Cryptologic Program (CCP) in accordance with NSA/CSS Circular 112-03 and guidance from DCI, SECDEF and DIRNSA; coordinating and defending the five year CCP within the Intelligence Community and the National Foreign Intelligence Program (NFIP); assisting in the development and defense of NSA Defense Programs within the DoD; developing the biennial NSA Budget and defending it to Congress; developing the NSA Financial Plan and manpower programs.

Primary functions include:

1. Providing program and budget policy guidance and instructions.
2. Reviewing all fiscal and manpower program proposals; identifying major issues, and staffing their resolutions.
3. Preparing and submitting the Director's recommended CCP and NSA Program Objectives Memorandum (POM).
4. Developing and submitting the CCP and NSA budgets to the DCI and SECDEF respectively.
5. Coordinating the preparation of budget justification material for Congress.

(CHANGE 2 - January 1988)

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6. Preparing Congressional testimony and responding to Congressional queries and taskings.
7. Preparing informal and formal appeals to tentative and final Congressional mark-ups of authorization and appropriation bills.
8. Preparing the NSA Financial Plan and monitoring its execution.
9. Staffing major financial and manpower issues.
10. Developing NSA manpower authorizations and supporting tables of distribution.
11. Directing the Agency manpower measurement and analysis program in accordance with DoD policy.
12. Managing the NSA Productivity Improvement and Commercial Activities programs.
13. Developing the administering Agency policies for managing the organization structure.
14. Maintaining an ADP support capability for activities.

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DIRECTOR OF PROGRAMS EVALUATION

The Director of Programs Evaluation is responsible to the DDPR for developing acquisition policy; evaluating programs (projects, systems, activities) at key decision milestones to support decision making for resource allocation and acquisition effectiveness; and providing a range of management services to Agency organizations.

Primary functions include:

1. Controlling the programs management process and maintaining associated directives.
2. Evaluating investment proposals for cryptologic programs and recommending alternatives for resource allocation.
3. Conducting management review of cryptologic programs to identify and resolve gaps/issues, for appropriate allocation of resources consistent with cost, schedule and performance milestones.
4. Conducting independent cost and risk analysis of proposed and approved programs and recommending alternatives.
5. Establishing procedures and techniques for trade-off analysis of initial investment^{Research, Development, Training & Evaluation} (RDT&E, Procurement, and MILCON) and recurring (O&M) costs.
6. Ensuring that systems management procedures remain consistent with SIGINT acquisition-related directives.^{OPERATION & MAINTENANCE}
7. Providing business management, programming, project management, cost management and technical evaluation assistance to Project Management Offices.
8. Simplification and unification of acquisition policies and procedures.
9. Increase Agency-wide attention to competition.
10. Reporting significant resource information to senior NSA managers.
11. Establishing Agency policy and implementation for the DoD directed Internal Management Control Program.
12. Evaluating and establishing requirements for resource management ADP support.

(CHANGE 3 - June 1988)

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13. Providing management services such as management consulting, decision support, and management information systems.

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DIRECTOR OF FINANCE AND ACCOUNTING

The Director of Finance and Accounting is responsible to the DDPR for formulating, coordinating and implementing Agency financial policy and operating the Agency worldwide finance and accounting system in accordance with the law, DoD/OMB/GAO issuances, other external directives, and accepted accounting policy, standards, and practices.

Primary functions include:

1. Formulating, coordinating, and implementing financial policy for NSA/CSS.
2. Administering the worldwide finance and accounting system of the Agency to include receipt, deposit, and disbursement of funds and the maintenance of financial records.
3. Supervising the activities of the NSA/CSS Finance and Accounting Officer and the NSA/CSS Special Disbursing Agent.
4. Developing accounting and management control systems in support of NSA/CSS financial responsibilities and interests.
5. Maintaining the NSA Division, Defense Stock Fund journals and ledgers, to process charges for Stock Fund sales to Agency customers and other government agencies and to prepare reports to DoD, DLA, and the Comptroller of the Treasury.
6. Providing complete finance and accounting services in support of certain compartmented and other highly classified projects and activities.
7. Reviewing the operational procedures and techniques governing the NSA/CSS Finance and Accounting systems and initiating improvements and modifications to maintain and improve the adequacy and reliability.
8. Conducting a comprehensive program of cash management policies and procedures throughout NSA/CSS, here and abroad.
9. Coordinating accounting system approaches and fiscal reviews with the General Accounting Office (GAO) and obtaining Comptroller General approval of all systems.
10. Serving as the NSA/CSS focal point for external civilian and military agencies and organizations on financial accounting and travel policy.
11. Performing liaison with Agency operational elements, other federal organizations, and serving as the Agency focal point for financial and accounting matters that directly pertain to the NSA Foreign Military Sales program.
12. Acts as the NSA Accounting Systems Compliance Official under provisions of Public Law 97-255, "Federal Manager's Financial Integrity Act of 1982".

(CHANGE 3 - June 1983)

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NSA Organizational Manual
1 August 1986

Annex


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PLANS AND POLICY ORGANIZATION

DEPUTY DIRECTOR FOR PLANS AND POLICY (DDPP)

The Deputy Director for Plans and Policy, is responsible to the Director, NSA/Chief, CSS for formulating objectives, developing Agency plans and strategies, developing major policy guidelines, and conducting and overseeing the execution of liaison with specified countries and authorities.

Primary functions include:

1. Formulating objectives, establishing goals and strategies, identifying alternatives and constraints for SIGINT and INFOSEC activities.
 2. Preparing, coordinating, and issuing the U.S. SIGINT Plans, the National INFOSEC Plans, and other consolidated planning documents.
 3. Providing the NSA/CSS central authority for interfaces with external agencies on SIGINT and INFOSEC planning matters.
 4. Developing, obtaining Directorate approval of, and disseminating policies relating to the conduct of agency SIGINT and INFOSEC affairs.
 5. Providing the NSA central authority for interfaces with other U.S. [REDACTED] organizations on SIGINT and INFOSEC policy matters.
 6. Participating in program development, referring unresolved planning versus program issues to the Directorate for resolution.
 7. Serving as the focal point at NSA for technology transfer and public cryptography matters.
 8. Overseeing the NSA/CSS classification and information security program.
 9. Administering NSA/CSS actions under the Freedom of Information and Privacy Acts.
 10. Dealing with and managing the NSS/CSS public affairs and media programs.
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NSA Organizational Manual
Annex 1 August 1985

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DIRECTOR OF POLICY-

Policy is that settled course of action, selected in light of certain conditions, to be followed by all NSA elements. is NSA's central policy agent and serves under the Deputy Director for Plans and Policy. The Directorate of Policy oversees SIGINT, COMPUSEC, and COMSEC policy formulation, interpretation, coordination and documentation, ensuring that Agency policy is consistent and in compliance with higher authority guidance. Within purview are national intelligence technology transfer/export control and cryptologic policy matters, including information security policy, and coordination of the latter. is also the central authority for policies and procedures governing classification and declassification and for dealing with the public; including the media.

Primary functions include:

1. Identifying major policy issues for Directorate decisions.
2. Developing and disseminating policies relating to the conduct of NSA/CSS SIGINT and COMSEC and COMPUSEC affairs.
3. Evaluating and approving policies proposed by other NSA/CSS elements.
4. Providing a central authority for conducting liaison with external organizations on SIGINT, COMPUSEC and COMSEC policy matters.
5. Administering NSA/CSS Technology Transfer Program.
6. Supporting senior Agency personnel in interagency and Intelligence Community fora.
7. Representing the Agency in specified senior interdepartmental arenas.

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8. Developing, disseminating, reviewing, and managing classification and information security policy.
9. Serving as the Agency's public affairs office.
10. Managing the Agency's media program.
11. Coordinating responses to JCS Joint Actions.
12. Administering the Freedom of Information and Privacy Acts.
13. Administering the NSA Public Cryptography Program including prepublications.
14. Maintaining the NSA Directives system and regularly reviewing MOU's and MOA's.
15. Serving as COTR, Harvard Information Resources Policy Program.

*(Contracting Officer's
Technical Representative)*